

# まとめー受賞組織から学ぶ

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Commentary

Learning from the Deming Prize winners

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# デミング賞・デミング賞大賞受賞の3条件(1)

## Organizations qualified for receiving the Deming Prize/Deming Grand Prize (1)

A) 経営理念、業種、業態、規模及び経営環境に応じて、明確な経営の意思のもとに積極的な顧客指向の、さらには組織の社会責任を踏まえた経営目標・戦略が策定されていること。また、その策定において、首脳部がリーダーシップを発揮していること。

Under clear management policies that reflect its management philosophy, industry, scale and environment, the company has established proactive customer oriented business objectives and strategies based on social responsibility of the organization. And the top management exhibits leadership in their formulation.

# デミング賞・デミング賞大賞受賞の3条件(2)

## Organizations qualified for receiving the Deming Prize/Deming Grand Prize (2)

B) A)の経営目標・戦略の実現に向けて、TQMが適切に活用され、実施されていること。

TQM is being suitably utilized and implemented for the realization of business objectives and strategies mentioned under A) above.

A) B)の結果として、A)の経営目標・戦略について効果をあげるとともに、将来の発展に必要な組織能力が獲得できていること。

As a result of B), along with achieving effect regarding business objectives and strategies of A) above, organizational capability required for future growth has been secured.

# デミング賞評価基準：2018年より

## Deming Prize evaluation criteria: from 2018

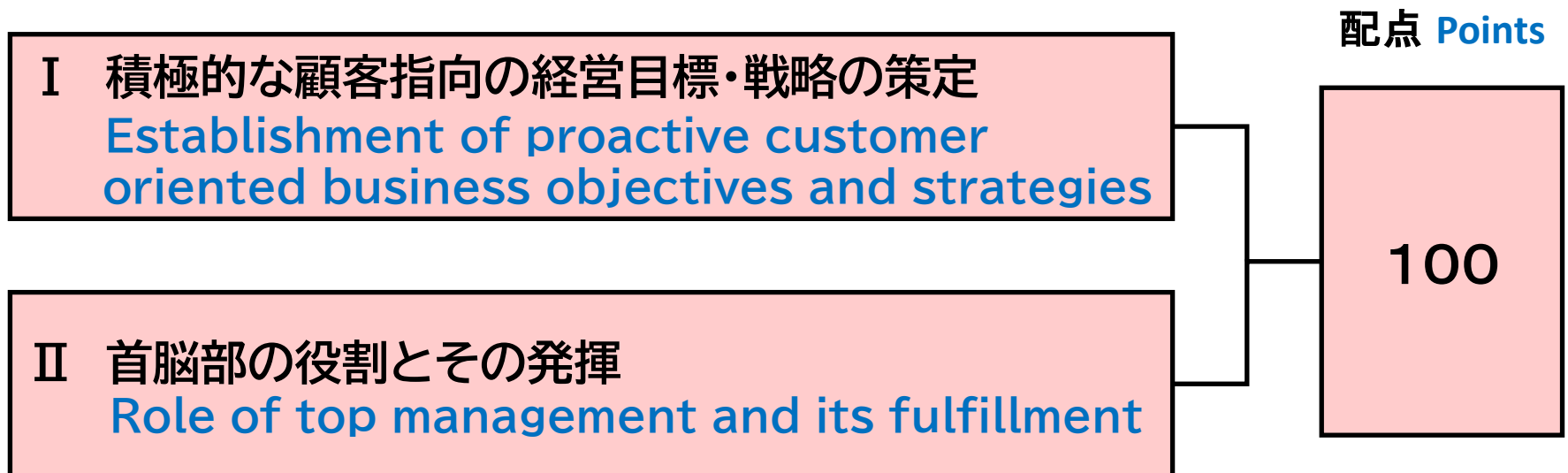
評価項目 Evaluation Criteria	配点 Points	合格判定点 Passing points
A. 経営目標・戦略の策定と首脳部のリーダーシップ Establishment of business objectives and strategies, and top management's leadership	100	70
B. TQMの適切な活用・実施 Suitable utilization and implementation of TQM	100	70
C. TQMの効果 Effects of TQM	100	70

- 合格するためには、上記3項目すべてに対し、合格判定点以上であることが必要

To be successful, the result for all the 3 above A, B and C has to be 70 points or higher

# A. 経営目標・戦略の策定と 首脳部のリーダーシップ

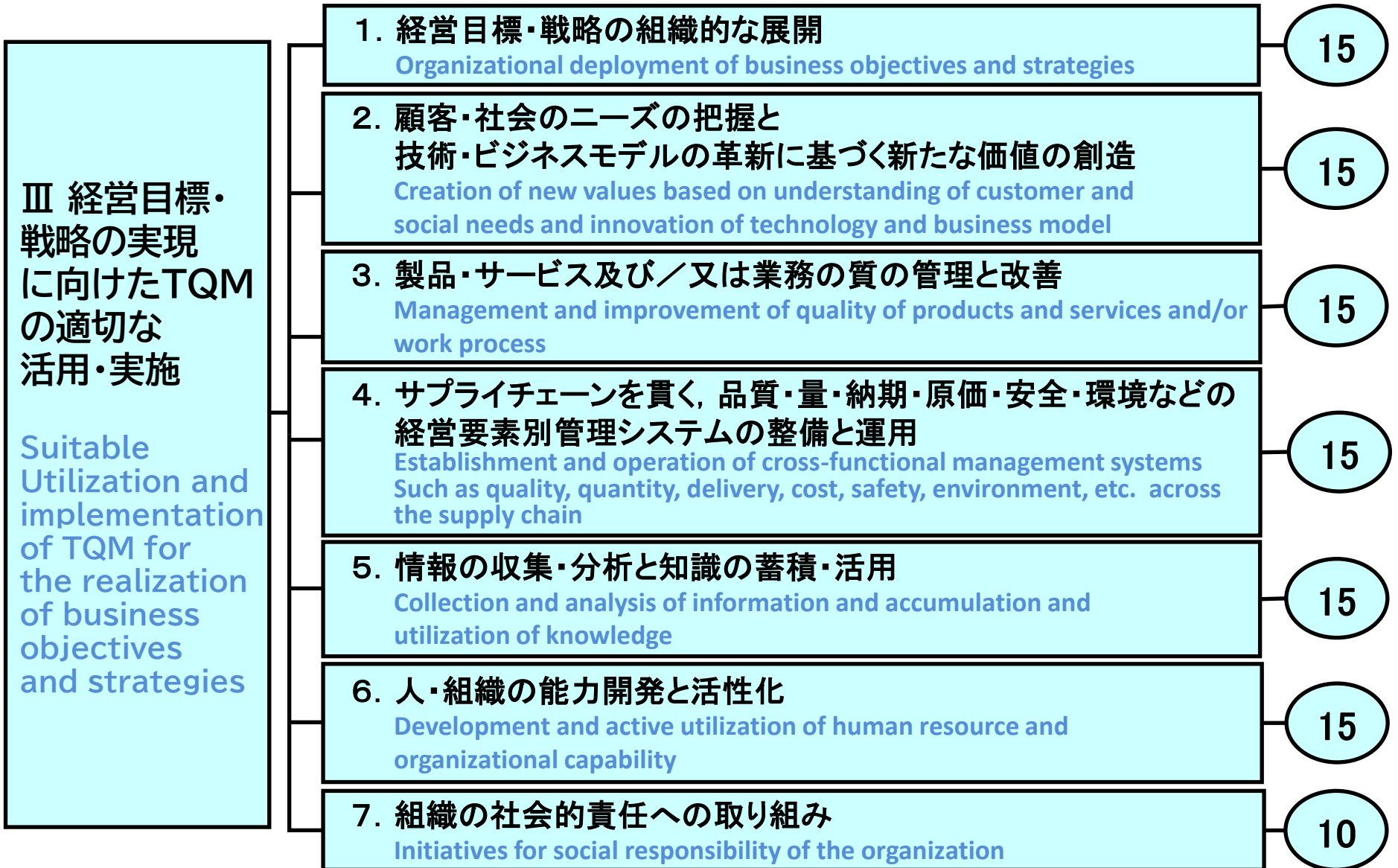
Establishment of business objectives and strategies, and top management's leadership



# B. TQMの適切な活用・実施

## Suitable utilization and implementation of TQM

配点 Points



# C. TQMの効果

## Effects of TQM

IV TQMの活用・実施を通して, 経営目標・戦略について得られた効果

Effects obtained regarding business objectives and strategies through utilization and implementation of TQM

V 特徴ある活動と組織能力の獲得

Outstanding TQM activities and acquisition of organizational capabilities

配点 Points

100

特徴あるTQM活動  
株式会社麻生 飯塚病院

Outstanding TQM activities  
ASO IIZUKA HOSPITAL



# (1) 中長期計画を核とする多職種連携と総合的なマネジメントの実践

Multi-professional collaboration and comprehensive management with mid- to long-term planning at its core  
Management Practice of the Top management

- 中長期計画から実行計画へ  
Develop medium- to long-term plans into action plans
- 選ばれる病院となるために注力すべき七つの視点を設定  
Establishes seven viewpoints to focus on in order to become the hospital of choice
  - 各視点に対して、医師、看護師、技師、事務職をメンバーとするWGを設置  
For each viewpoint, a working group was established with physicians, nurses, technicians, and administrative staff as members.
  - 進捗管理・報告・調整を支援する役職(Link Administrator)を設置  
Establish a position (Link Administrator) to assist with progress management, reporting, and coordination

## (2) 多様な改善活動の展開による改善カルチャーの浸透と業務プロセスの革新

Instill a culture of improvement and innovate business processes through the development of diverse improvement activities

- 性質の異なる3種の改善活動推進による改善マインドの浸透  
Instilling an improvement mindset through the promotion of three types of improvement activities of different nature
  - セル看護方式等の新たな仕事のやり方  
New ways of working, such as cell nursing methods
- 改善に関するスキルと職位とを関連づける改善人材開発プログラムを開発・運用  
Develop and operate an improvement workforce development program that links improvement-related skills to job titles.

### (3)標準化と情報システムの効果的な活用

Standardization and effective use of information systems

- 患者ひとり一人の状況が異なり, 人手に頼る仕事が多い  
Each patient's situation is different, and many jobs depend on manpower.
  - 標準的な医療プロセスの明確化: クリニカルパス, 看護ナビコンテンツの活用  
Clarification of standard medical processes: Utilization of clinical path, Nursing navigation contents
  - ユーザー参加型のシステム開発体制  
User participatory system development system

### (4)地域の医療関連施設との密接な連携

Close collaboration with local medical-related facilities

特徴あるTQM活動  
アポロタイヤ社チェンナイ工場

Outstanding TQM activities  
**Apollo Tyres Limited,  
Chennai Plant**

# (1) 日常管理の徹底とQCサークルによる徹底的な改善

Through daily management and thorough improvement through QC circles

- 製造部門

Manufacturing division

- 重点課題に対する改善活動の推進

Promoting improvement activities for priority issues

- 選定したパラメータCTQ(Critical To Quality)の安定化

Stabilization of selected parameters (CTQs: Critical to Quality)

- 製造部門以外 - 計画通りの改善実施

Other than manufacturing division - Promoting improvements as planned

## (2)様々なTQMツール(QC七つ道具, 2×2マトリックス, 品質マトリックス, CTQ, Vertical Evaluation等)を複合的に利用する問題解決の推進

Promoting problem solving through the combined use of various TQM tools (Seven QC Tools, 2x2 Matrix, Quality Matrix, CTQ, Vertical Evaluation, etc.)

- 例. Stability(Yes, No)とCapability(Yes, No)で2行2列の行列を構成し, 各項目の妥当性を検討した後, QA行列に落とし込み, 再発防止, 未然防止に役立っている

Example. After examining the validity of each item in a matrix with two rows and two columns of Stability (Yes, No) and Capability (Yes, No), the results are incorporated into a QA matrix to help prevent recurrence and prevent occurrence of problems.

### (3) Four Student Model(FSM)を活用したプロセス品質重視の改善活動

Process quality oriented improvement activities based on the Four Student Model (FSM)

- 全組織でプロセス品質の向上に重点を置いた活動  
Activities focused on improving process quality in all organizations
- 方針管理を有効に推進するためにFSMを活用  
Utilize FSM to effectively promote policy management

特徴あるTQM活動

科特拉(無錫)汽車環保科技有限公司

Outstanding TQM activities

Cataler (Wuxi) Automotive  
Environment Technology, Co., Ltd.



# (1) 当たり前前のことを当たり前前に行える人財育成

## Develop human resources who can take things for granted

- スタッフ業務も含めた全業務に対しての標準化  
Standardization for all operations, including staff operations
- 日常管理の実践のための徹底した教育訓練, 多能工化推進による一人一人の能力開発  
Thorough education and training for daily management practices, and development of each individual's capabilities through promotion of multi-skilled workers
- 公平・公正な人事評価制度  
Personnel evaluation system with a commitment to fairness and impartiality
- 経営トップが「従業員一人ひとりの笑顔」と「従業員定着率」を重要管理項目とし, 首尾一貫した行動  
Top management has set "smiles on the faces of each and every employee" and "employee retention rate" as important management items, and has taken consistent and coherent actions

## (2)収益改革に向けた全社的な原価低減活動の推進

### Promote company-wide cost reduction activities for profit reform

- 原価低減目標を全部門に展開し, 各現場からの提案に基づく原価低減活動を推進

Develop cost reduction targets for all divisions and promote activities based on proposals from each site

- 8つのムダ(加工費のムダ, 在庫のムダ等)に着目した活動

Activities focusing on 8 wastes (processing cost waste, Inventory waste, etc.)

- 改善テーマが様々な部門からあがる(複数部門にまたがるものも)

Improvement themes come from various divisions (some involving multiple divisions)

### (3) スタッフ部門も巻き込んだ全組織でのプロセス管理

Process management throughout the organization, including staff departments

- 製造部門＋スタッフ部門(営業を含む)  
Manufacturing + staff departments (including sales)
- 標準化を中核とするC-QIC(Cataler – Quality Innovation Challenge: 自工程完結)などを全組織に展開し、プロセス管理を徹底  
Implemented the Cataler-Quality Innovation Challenge (C-QIC: Own Process Completion), which is centered on standardization, throughout the organization to ensure through process management
- SDCAサイクルの確実な実践  
Ensure implementation of the SDCA cycle

本日はご参加ありがとうございました！  
デミング賞・デミング大賞への挑戦をお待ちしています。

Thank you for joining us today!  
Your challenge to the Deming  
Prize/Deming Grand Prize is  
highly welcomed.

# 受賞企業の講演要旨

## Summary of the Winners Presentations

### 日本語

<http://www.juse.or.jp/deming/download/>  
English

[http://www.juse.or.jp/deming\\_en/download/](http://www.juse.or.jp/deming_en/download/)

## Deming Prize

The Deming Prize is one of the highest awards on TQM (Total Quality Management) in the world. It was established in 1951 in commemoration of the late Dr. William Edwards Deming who contributed greatly to Japan's proliferation of statistical quality control after the World War II. His teachings helped Japan build its foundation by which the level of Japan's product quality has been recognized as the highest in the world.

